

REQUEST FOR APPLICATIONS

GAMBLERS ASSISTANCE PROGRAM PUBLIC AWARENESS CAMPAIGN



SEPTEMBER 1, 2006

GAMBLERS ASSISTANCE PROGRAM

DIVISION OF BEHAVIORAL HEALTH SERVICES

NEBRASKA HEALTH & HUMAN SERVICES SYSTEM

PO Box 98925

LINCOLN, NE 68509

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Section I: Introduction

Purpose

The Gamblers Assistance Program (GAP) is committed to the health, safety and wellbeing of Nebraska residents. In July 2006, legislative bill 1039 was signed into law, requiring the Nebraska Lottery to expend five percent of the annual advertising budget on prevention, awareness and similar activities. The Nebraska Lottery and GAP have entered into a partnership to jointly advance public awareness concerning responsible gambling through the State of Nebraska.

GAP is seeking applications to conduct a statewide Public Awareness Campaign (PAC) to educate Nebraska residents on responsible gambling. This Request for Applications (RFA) is designed to solicit a grantee that will raise awareness regarding issues, consequences and potential risk with excessive gambling. Over the past thirteen years, the GAP has diversified and now is able, with financial assistance from the Nebraska Lottery, to support a statewide project that will educate Nebraskans about gambling and gambling in a responsible way. Although Nebraska does not have casino-style gambling there are a variety of other types of gambling throughout Nebraska, including both legal and illegal forms. In addition, Nebraska is surrounded by states that allow casino gambling.

The statewide PAC for the GAP requires a combination of considerations for perspective applicants. The PAC is a planned process of social change; as such it can be an effective tool to minimize gambling problems. Public Awareness is defined as, the application of commercial marketing and advertising principles to the design and implementation of media campaigns to create behavior change. The behavior change that the GAP is eager to change is problem gambling in Nebraska. The GAP is seeking ways to elicit social change by educating Nebraskan about responsible gambling.

The GAP will support the grantee to develop a campaign that can be effective throughout the State to raise the awareness concerning responsible gambling. An eligible applicant for this funding must possess a strong background in problem gambling and well as proven abilities to communicate effectively with the public. The grantee will be required to gather consumer data to support the campaign initiatives of the proposal. The results will shape the State and community planning efforts and strategic implementation processes.

This document will provide direction for developing the prerequisites necessary to prepare an application. The appendices of this document contain information on problem gambling that applicants may find helpful in preparing their response.

Background

The Gamblers Assistance Program (GAP) was created in 1992 as part of the Nebraska Lottery Act. The GAP was originally administered by the Department of Revenue and subsequently transferred to the Division on Alcoholism, Drug Abuse and Addiction Services in the Department of Public Institutions in 1995. Administration for the program currently resides within the Division of Behavioral Health in the Nebraska Department of Health and Human Services. GAP goals and objectives reflect that of a public health model that will focus on access to healthcare services, consumer treatment services, outreach, public awareness and education.

GAP currently purchases direct client services to assess problem gambling and provide outpatient counseling treatment of problem gambling for Nebraska residents. Other services include a statewide helpline, a voucher program, outreach, and state certification of counselors. Programs developed for the pathological gamblers offer multiple modalities of treatment including individual therapy, crisis intervention, group therapy, family therapy, twelve-step programs, financial counseling and educational services. GAP's array of treatment services have been primarily directed to an adult population (over age 18). The helpline provides information and direct referrals for those who are concerned about problem gambling. GAP has 21 state-certified counselors located throughout the State that provide individual, family, and group outpatient counseling services to address problem gambling. Nebraska was the first state to certify compulsive gambling counselors in 1999.

Since 2000 there has been a steady increase in the demand for outpatient treatment services throughout the State. Data indicates that over the last three years outpatient treatment services in the group counseling and family counseling have increased 6.5%, while individual outpatient counseling services has increased 37% in Nebraska.

The 2003 and 2005 Nebraska Risk and Protective Factor Student Survey (NRPFSS) results indicated that of the students who have gambled, 50% participated in gambling at or before age 10. As a result of the increased incident rates of gambling among Nebraska's youth, the GAP's is providing pilot youth prevention funding and assistance to enable communities to integrate evidence-based problem gambling strategies into existing community substance abuse prevention plans.

At the present time, there is no way to tell with certainty who will experience negative consequences from gambling. Anyone, from the very young to senior citizens, can be susceptible to developing a gambling problem. This phenomenon crosses gender, ethnicity, and socio-economic boundaries.

During FY05 (July 1, 2004 – June 30, 2005), GAP supported outpatient counseling treatment services through contracts with seven agencies and agreements with seven individual counselors. During this time the outpatient treatment of 1,292 individuals was paid with GAP funds. The 1,292 individuals does not include persons for whom the provider received reimbursements from third party payers. Nebraska family members and/or significant others affected by the negative consequences of problem gambling can also access outpatient services funded by the GAP. During FY05, consumers receiving services had an average age of 41 years, with 53% male and 47% female. Over the past four years, the GAP has maximized its ability to provide services and benefits from contract professionals providing many hours of non-reimbursed services to problem gamblers and their families.

GAP also promotes access to problem gambling services through a funded statewide 24-hour helpline. The helpline provides information and direct referrals for those who are concerned about gambling. In FY05 the helpline handled 2,955 calls, an average of 246 per month. In November 2005 the GAP initiated a voucher program used by the helpline staff to ensure potential problem gamblers have access to problem gambling services. The voucher program promotes services to individuals who are at the pre-contemplation stages of behavior change. The voucher program is intended to remove preconceived financial barriers to outpatient counseling treatment services that address problem gambling.

How Much Money is Available?

A total of \$50,000 in State funding will be available to a grantee per year. An organization can apply for any amount up to \$50,000. Applicants requesting a level of funding that falls above this amount will not be considered.

The grantee is expected to present a three-year proposal. However, to receive funding after the initial year, the grantee must be able to demonstrate substantive progress toward successfully reaching the goals and achieving the outcomes defined by their objectives. The grantee may allocate up to fifty (50) percent of each year's budget for personal services. The remaining funds may be targeted towards general operations, travel, evaluation, and other expenses.

Who Is Eligible to Apply for Funding?

Eligible applicants must be evidence that the applicant has adequate training in the problem gambling field. In addition, the applicant must provide documentation in providing presentations on problem gambling or responsible gambling in a variety of settings.

What Assistance GAP will Provide During the Application Process?

GAP will provide technical assistance as necessary in completing the application process. Applicants can send questions via email to Katrina.Ondracek@hhss.ne.gov until **September 22, 2006 at 4:00pm**. Any questions received after that time will not be answered. All questions will be answered and posted on the Gamblers Assistance website www.hhs.state.ne.us/beh/gam/gam.htm on **September 26, 2006**. GAP expects that applicants will budget necessary resources to accommodate their strategies and training needs.

How to Apply?

Potential interested applicants should fill out and submit the “Potential Applicant Registration Form” provided in Appendix C. Filing this form will ensure that you are placed on all GAP notification lists. In addition, all potential applicants will receive a copy of the new GAP Strategic Plan. This plan may be of benefit to potential applicant to see the vision of the GAP for the next five-years. The deadline to submit the “Potential Applicant Registration Form” is **September 15, 2006**.

The grantee application is due **Thursday, October 5, 2006**. Applications must be received by 4:00pm.

How Does the Application Review Process Work?

All applications will be screened by project staff to ensure they are complete. Grant applications that pass the initial screening will be forwarded to the grant selection review panel for scoring. The grant selection review panel will be composed of a diverse group of individuals with expertise in problem gambling, community development and prevention initiatives, and public awareness campaigns, will make selection recommendations to GAP staff. GAP reserves the right to 1) assign priority points based on technical knowledge and evaluation operations presented in addition to any score given on the content, 2) require applicants to satisfactorily address areas of weakness within the application prior to funding distribution, and 3) negotiate other areas of the application design, including project budget amounts and line items. Final approval of grants will be made by the State Advisory Committee on Problem Gambling.

When Will the Grants Be Awarded?

Awards will be announced on October 19, 2006.

How Long is the Funding Period?

Applicants are encouraged to submit a three-year proposal, with funding for years two and three contingent upon 1) satisfactory progress toward achievement of identified goals, objectives and outcomes as demonstrated in an annual performance report or continuation application, 2) satisfactory fiscal

management, and 3) extension funding approval from the Nebraska Lottery based upon availability of funds.

What Support, If Any, Will the GAP Provide to Grantees During Implementation?

In addition to funding, GAP PAC grantee will have access to ongoing collaboration and technical assistance from GAP staff and funded providers. All implementation questions forwarded to the GAP will be answered and posted on the Gamblers Assistance Program website www.hhs.state.ne.us/beh/gam/gam.htm . GAP cannot house the applicant on-site. Office space and equipment must be secured through other means.

Deliverables and Due Dates

The grantee must present a clear implementation plan or schedule of events describing the milestones, activities and reports to be met and/or produced over the contract period. A chart of milestones and indicators of milestone accomplishments with dates should be included in the applicant's proposal.

Progress reports must be submitted to the GAP. **Three and Six-Month Progress Reports are due to the GAP by February 28, 2007 and May 31, 2007 for the first year. Three and Nine-Month Progress Reports will be due October 31 and March 31 for every other year. The Final Report is due to the GAP by July 31, 2007.**

Section II: Application Guidance

Application activities under the Nebraska GAP Request for Application (RFA) should consist of a public awareness plan of all of activities that will be supported with GAP funding. Applicants must describe their capability to evaluate the activities provided by the grantee to ensure effectiveness.

Activities can include but not be limited to: print advertisement, radio advertisement, public awareness presentations and information dissemination. The application will address how the organization will conduct such activities through a detailed timeline.

The GAP PAC goals are to: 1) develop a PAC that will effectively reach the target audience to extend the responsible gambling message throughout Nebraska; 2) work with existing contract providers to like the PAC to existing programs and services; and 3) assist the State with the development of a sustainable message that will support the mission of the GAP.

Early on the GAP determined that an effective PAC is based on data which addresses specific targeted populations that would most likely benefit from a campaign of this type. However do to lack of Nebraska prevalence data, it was determined that the general audience would benefit from a general message. For the initial year of the PAC responsible gambling will be the theme throughout the first year. The GAP expects that the target populations for years two and three will be based on the data that will be made available Spring 2007.

Evaluation Plan

Applicants will be required to evaluate the work preformed as part of the PAC. GAP requires the grantee to participate in the collecting, analyzing and disseminating process of relevant evaluation data. The grantee should describe how the project will be monitored and evaluated 1) for continuous improvement, and 2) to determine whether project objectives and outcomes are being achieved. Evaluation of the PAC is vital for both the grantee as well as the GAP. The evaluation will help the GAP to determine the penetration of the PAC, the effectiveness and the cost benefit of the campaign. Applicants will be required to provide all documentation and findings during the evaluation as it will become official property of the State. Semi-annual reports and a final evaluation report outlining the methodology, findings, and recommendations will be required. All products, reports, processes and other activities originated with the GAP evaluation project are public domain and will remain property of the Nebraska GAP program.

Report Requirements

Applicants are required to provide three formal reports to the GAP. All reports will include at least the following sections:

1. Title page;
2. Table of contents;
3. Executive summary (one page);
4. Overall evaluation goals;
5. Methodology;
 - a. Types of data
 - b. How data was collected
 - c. How data was analyzed
 - d. Outcome measures
6. Conclusion;
7. Recommendations; and
8. Attachments (Optional)
 - a. Instruments used to collect data
 - b. Case studies
 - c. Related literature

Section III: Application Format and Content

Application Format

Applications must be typewritten on 8.5-inch x 11-inch paper. All narrative sections are to be completed using a 12-point Times New Roman or Arial font with at least 1-inch margins. Tables, figures, or maps may use a smaller font size. Paragraphs must be double-spaced. All pages should be numbered sequentially, including the cover page and any maps, charts, tables, attachments, and appendices. Page limits for narrative sections are noted below. Any narrative sections exceeding these limits will not be reviewed. Attachments must be limited to those specifically requested in the application instruction. No other attachments will be accepted or reviewed (e.g. annual reports, brochures).

Bidders must submit one (1) original and (8) copies of the application. Photocopies or exact computer-generated replicas are acceptable. Applications should not be bound and should be printed on white paper.

The closing date for the receipt of all applications will be 4:00 pm on Thursday, October 5, 2006.

Applications may be mailed, sent Federal Express, or hand delivered and must be received by the deadline date and time.

Mailing Address

Katrina Ondracek
HHS/GAP
P.O. Box 98925
Lincoln, NE 68509-8925

Federal Express/Physical Address

Katrina Ondracek
GAP
Nebraska State Office Building
301 S. Centennial Mall, 3rd Floor
Lincoln, NE 68509

Bidders should allow sufficient time for delivery by the U.S. Post Office, remembering that mail delivery from outlying areas can take several days. Only applications **received** by 4:00 pm on October 5, 2006 will be considered on time and eligible for review. Any application received after this time will not be reviewed and will be returned to the applicant. **No exceptions.**

Content: Bidders should organize their application as follows:

I. Application Cover Sheet

(See Appendix D)

II. Application Checklist

The application checklist (Appendix E) should be included as the second page of your application. The checklist indicates your application's contents, in order, and will facilitate the review and evaluation of your application.

III. Abstract (max. of one page)

- a. an accurate description of the proposed work when separated from the application;
- b. the broad, objectives or hypotheses;
- c. action steps to be used;
- d. the expected results;
- e. the evaluation methods; and

IV. Implementation Plan (max. of 15 pages)

a. Plan Overview (one page)

Describe the *Who, What, When, Where, Why* of the proposal, this is the core of the proposal and will be reviewed with particular care. The plan should answer the following questions:

1. what do you intend to do;
2. why is this work important;
3. in general, what has already been done; and
4. how will the research be accomplished

b. Specific Aims (one page)

Describe concisely and realistically what the proposed campaign intended to accomplish. The specific aims should cover:

1. a brief narrative describing the broad goals of the project;
2. the guiding hypothesis; and
3. a list of the specific time-phased objectives

c. Public Awareness Campaign Methods (13 pages)

Describe how the campaign will be carried out. This section is critical. The PAC methods sections should include the following:

1. a detailed description of specific methods to be employed to accomplish the specific aims;
2. a detailed discussion of the way in which the results will be collected, analyzed, and interpreted;
3. work plan – a projected sequence or timeline;
4. a discussion of potential difficulties and limitations and how these will be overcome or mitigated; and
5. expected results

V. Management/Staffing Plan (max. of two pages, excluding resumes)

Provide copies of resumes of key personnel, defined as individuals who contribute in a substantial way to the development of the project.

VI. Resources and Environment

Describe the resources, facilities, and support available to the grantee(s).

VII. Budget and Budget Justification

Applicants must prepare a Project Budget Summary, as well as a Detailed Project Budget: Revenue and Expenses (see Appendix K). The budget request must be clearly linked to the services proposed for the budget period November 1, 2006 – June 30, 2007. Funds may not be used for capital construction. A line item for any subgrantee must be included. Applicants should name the subgrantee, describe the services to be performed, and provide a breakdown of and justification of the proposed costs. Any costs included in the indirect cost rate cannot be listed under “other direct costs.” The negotiated indirect cost agreement must be submitted with required documentation if the indirect cost rate is included as a budget line item. Note: no funds may be used to supplant existing funds or maintain existing activities, and all strategies must be new strategies or substantial enhancements and/or expansions of existing strategies. **GAP reserves the right to limit and/or negotiate specific budget requests and any or all line items with grantees including the indirect cost rate.**

VIII. Attachments

Attachments must be limited to those specifically requested in the application instruction. No other attachments will be accepted or reviewed (e.g. annual reports, brochures).

Section IV: Application Scoring

The maximum points to be awarded for each application section for Phases I through III follows:

<u>APPLICATION COMPONENT</u>		<u>POTENTIAL SCORE</u>
Abstract		REQUIRED
Implementation Plan		45
Plan Overview	10	
Specific Aims	15	
Public Awareness Method	20	
Supplemental Information		30
Management/Staffing Plan	5	
Evaluation Plan	15	
Budget and Budget Justification	10	
TOTAL		75

APPENDIX A

GAP APPLICATION TIMELINE

SEPTEMBER 1, 2006:	Request For Applications (RFA) Released
SEPTEMBER 15, 2006:	GAP Applications due to the State of Nebraska
SEPTEMBER 22, 2006:	GAP Questions due to Program Manager
SEPTEMBER 26, 2006:	GAP Received Questions Answered on Website
OCTOBER 5, 2006:	GAP Applications due to the State of Nebraska
OCTOBER 19, 2006:	GAP Grantee Announcement

APPENDIX B

GLOSSARY OF TERMS

Assessed Needs: Specific knowledge or skills necessary for achieving or enhancing desired outcomes as identified through data collection and analysis

Certification: guarantee of competency in a specific job because entry criteria or continuation criteria have been met; assured through testing, often controlled by a professional association or legal body often sought by trainees at the end of a training program

Community: Administrative or geographic locations defined by legal or administrative boundaries (e.g., counties, cities, school districts, etc.)

Compulsion: An irresistible urge to do something against one's better judgment. Compulsive behaviors are often repetitive in nature, and the person recognizes that the compulsion is irrational. Whether or not problem gambling is considered a compulsion is a topic of debate within the mental health profession; the prevailing opinion is that it is not.

Cognitive therapy: A treatment method focusing on changing an individual's inaccurate beliefs. Cognitive therapy for a gambler might involve challenging the patient's perceived odds of winning or ability to control the outcome.

Cost Effectiveness (Evaluation Program Standard): The evaluation should be efficient and produce information of sufficient value, so that the resources expended can be justified

Evaluation: the systematic application of social research procedures for assessing the conceptualization, design, implementation, and utility of programs.

Evaluator: An eligible State University selected through GAP's application and review process to receive state funds.

Functional Areas: Those components of GAP that have a direct or indirect relationship to its consumers contributing to program outcomes needing evaluated.

Incidence: The rate of new cases of a disorder over a specified period of time.

Infrastructure: The underlying foundation or basic framework that supports the effective functioning of a community or society in achieving desired outcomes

Methodology: the analysis of the principles or procedures of inquiry in a particular field

Pathological Gambling: A progressive addiction characterized by increasing preoccupation with gambling, a need to bet more money more frequently, restlessness or irritability when attempting to stop, "chasing" losses, and loss of control manifested by continuation of the gambling behavior in spite of mounting, serious, negative consequences.

Practices: Standard activities that are based on policy and designed to prevent substance abuse or problem gambling

Prevalence: The proportion of a population having a condition at a given point in time or over a fixed period of time.

Problem Gambling: illegal gambling by youth or gambling to extent where it causes mental, emotional, social and/or financial harm to a person, family, and/or group (work environment, school environment, community).

Program: A structured intervention, including environmental initiatives, that is designed to change social, physical, fiscal, or policy conditions within a definable geographic area or for a defined population.
(*Achieving Outcomes*, 12/01)

Quality: Refers to the appropriateness and integrity of information used in an evaluation.

Quantity: Refers to the amount of evidence gathered in an evaluation.

Reliability: the extent to which an experiment, test, or measuring procedure yields the same results on repeated trials

Report Timeliness and Dissemination (Evaluation Program Standard): Significant interim findings and evaluation reports should be disseminated to intended users, so that they can be used in a timely fashion.

Strategies: Policies, programs, and practices that promote the well-being of people and reduce the consumption of—and the problems associated with—alcohol, tobacco, and other drugs

Stakeholder Identification (Evaluation Program Standard): Persons involved in or affected by the evaluation should be identified, so that their needs can be addressed

Standards: Reflect the values held by stakeholders, and those values provide the basis for forming judgments concerning program performance.

System: A regularly interacting, interdependent and unified network of entities with a shared mission, organized to further its common purpose

Technical Assistance: Site-specific problem solving and other professional assistance based upon assessed needs

Technical Support: Support encompasses technical assistance and all forms of education and skill building, including initiative-specific training and more general organizational development

Validity: testing that fairly and accurately represents the content (skills and knowledge) covered by training

APPENDIX C

GAMBLERS ASSISTANCE PROGRAM

Potential Applicant Registration Form

Name of applicant organization:_____

Contact person:_____

Address: _____

Telephone number:_____ E-mail: _____

Intended Fiscal Agent Organization:_____

Signature of Contact Person:_____

List the key partners throughout the State that you have worked with in the past or plan to work with in the future to further responsible gambling awareness. Examples: public and behavioral health groups; schools, school districts and ESU's; law enforcement; business community; faith community; media; youth; parents; social services; volunteer organizations:

Please remit this letter to: Katrina Ondracek
Gamblers Assistance Program Manager
Nebraska Health and Human Service System
Division of Mental Health, Substance Abuse and Addictions
P.O. Box 98925
Lincoln, NE 68509-8925
402.471.7859 (fax) or Katrina.Ondracek@hhss.state.ne.us

Please contact Katrina Ondracek at (402) 471-7823 with any questions.

APPENDIX D

GAP PUBLIC AWARENESS CAMPAIGN

COVERSHEET

(Print or type, with exception of signature lines)

AGENCY: _____

Lead Agency Contact Person: _____

Title: _____

Address: _____

City _____ ZIP Code _____

Telephone Number (____) _____ Fax (____) _____

Email Address _____

Total Amount Request: \$ _____

This application is complete and accurate to the best of my knowledge. I understand that funding decisions will be made based on the merits of the applications received and the needs of the State.

Signature of Authorized Representative

Date

Title (print or type)

APPENDIX E

GAP PUBLIC AWARENESS CAMPAIGN APPLICATION CHECKLIST

Following is a listing of the materials your application should contain when complete:

- 1.** Application Cover Sheet _____
- 2.** Application Checklist _____
- 3.** Abstract _____
- 4.** Implementation Plan (max. of 15 pages), including:
 - Overview _____
 - Specific Aims _____
 - Public Awareness Method _____
- 5.** Management/Staffing Plan _____
- 6.** Evaluation Plan _____
- 7.** Budget and Budget Justification _____

APPENDIX F

BUDGET WORK SHEETS

The Budget Work Sheets you will need to complete are contained in this appendix:

- **Project Budget Summary**
- **Project Budget: Revenue and Expenses**
- **Budget Justification**

GAP EVALUATION PROJECT PROJECT BUDGET SUMMARY

Enter all budget category totals for “Funds Requested” in the appropriate line items in the “GAP” funds column (column B) of the Project Budget Summary. Enter any other project revenue sources from other funding streams in columns C through F on the Project Budget Summary form. Sum up all project cost categories across funding streams and enter totals across the bottom of the table, as well as in column G.

University:						
Project Title:		Amount Requested:		Project Beginning Date:		Project Ending Date:
A Cost Categories/Source	B GAP Funds	C Other Federal Funds	D Other State Funds	E Client Fees	F Other Funding	G Total Project Budget
Personal Services						
Operations						
Travel						
Other Expenses						
Totals						

GAP EVALUATION PROJECT

PROJECT BUDGET: REVENUE AND EXPENSES

Applicants must prepare a detailed project budget using the format below.

A. Personnel Costs

Costs in this category include staff and fringe benefits (e.g. FICA, insurance, retirement). Include position title and salary for each staff person to be paid for through the project. In Column 1, list all positions for which salaries will be paid from this contract. In Column 2, enter the annual (12-month) salary rate for each position that will be filled for all or any part of the year. In Column 3, enter the number of months each position will be filled. In Column 4, enter the percent of time the incumbent will devote to the project during the number of months shown in Column 3. In Columns 5 and 6, enter the expected source of funding.

PERSONALCOSTS (Direct Cost Only) 11/1/06-6/31/07	Annual Salary Rate	No. Mos. Budget	% of Time	Source of Funds	
				Applicant and Other (Identify)	Requested from Fundee
% of Fringe					
Category Subtotal	\$			\$	\$

B. Operating Expenses

Costs in this category include: postage, printing, copying, utilities, office supplies, repair and maintenance costs. Identify the subject of the funding in Column 1. Show the expected source of the funding for this amount in Columns 2 and 3.

OPERATING EXPENSES (Direct Cost Only) 11/1/06-6/31/07	Source of Funds	
	Applicant and Other (Identify)	Requested from Fundee
Category Subtotal	\$	\$

Travel

Estimate total travel costs associated with the project (e.g. lodging, meals, mileage, etc).

ITEMIZED TRAVEL EXPENSES (Direct Cost Only) 11/1/06-6/31/07	Number of Days/Miles	Rate of Reimburs ement	Source of Funds	
			Applicant and Other (Identify)	Requested from Fundee
Category Total		\$	\$	\$

C. Other Expenses

Please include other costs that may not be included in the above categories, and explain their relationship to the project (e.g. rental of facilities, supplies, materials, training, etc).

OTHER EXPENSES 11/1/06-6/31/07	Source of Funds	
	Applicant and Other (Identify)	Requested from Fundee
Category Total	\$	\$

GAP EVALUATION PROJECT
BUDGET JUSTIFICATION

I. Provide supportive description and justification for each budgeted line item.

A. Personal Services

B. Operations

C. Travel

D. Other Expenses

II. Documentation of Implementation Strategies

IV. Financial Management

Describe the ability of the applicant's fiscal agent to track, manage, and administer funds.